

cess, he may get a complete sector sketch of the objective, but the loss of a scout patrol or the element of surprise may be a higher price than the commander is willing to pay, even for such detailed information. The scout may also find himself in the ineffective position of having gained valuable information that he cannot relay to anyone because he has been compromised or lacks freedom to maneuver.

Thus, the commander must tell his scouts when they should be satisfied with their efforts. He must realize that if he is not willing to accept much risk, he is not going to get much information either (Figure 2). At this end of the spectrum, he might task the scouts only with determining a center of mass grid to the objective. The scouts can do this easily by merely locating the enemy's exterior defensive positions in each cardinal direction and then extrapolating the grid in the middle. In fact, they may be able to get a good estimate based solely on the noise from generators, vehicles, or radios without ever actually seeing anything.

Exchanging minimum risk for minimum information may be appropriate if

the commander wants to engage the enemy only with area weapons such as artillery or close air support, or if he is not interested in attacking at all but needs to know the enemy's location in order to bypass it during an infiltration to another objective.

At the other end of the spectrum is a case in which the commander is willing to accept maximum risk in exchange for a complete sector sketch of the objective. This is hard work, and the commander must realize that the scouts stand a greater chance of being compromised. But if he is planning a non-illuminated night attack of a fortified position, for example, he may need this degree of detail and be willing to accept more risk to get it.

In between these two extremes are various degrees of information and risk. Locating observation posts is not too difficult, because it can be done from positions well outside the enemy's perimeter. Bypassing observation posts to locate obstacles and possible breach points is more difficult. These posts are closer to the main defensive positions and are usually covered by observation and fire.

Pinpointing crew-served weapons requires reconnaissance even closer in, and it is more difficult because these weapons are almost always manned by alert gunners. Gaining information about crew-served weapons by probing or by trying to draw fire is an example of accepting more risk to get more information. (The Chinese communists became very adept at this technique during the Korean War.)

A scout has a tough job, and the success or failure of a battalion's mission often depends on his actions. If the engagement and risk acceptance criteria are clearly specified in SOPs, orders, and the commander's intent, a scout has a better chance of acting in accordance with his commander's wishes when he has to make tough decisions on his own.

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# Training Management Tips

**CAPTAIN DAVID H. JOHNSON**

As a new company commander, you may find training management frustrating, in spite of the clear and specific guidance in Field Manual 25-101, Battle Focused Training. Two sources of this frustration are the newness of the process and the method you use in applying the guidance.

I would like to share a method of managing training that proved effective for me. I learned it through trial and

error, and I hope it will save you time and give you some insight into managing training at company level. This method is not intended as a substitute for the methods found in the manual but as a supplement.

Begin the process by transferring the battalion long-range training plan into company training weeks. I preferred a format that gave seven days and listed resources (Figure 1). Breaking the plan

into weeks gives you a manageable time period for two reasons: Training schedules are done by weeks, and most weeks will have central training themes.

Once you have transferred the battalion training plan to your weekly calendars, check other calendars for events you may have missed or put on the wrong days. Some examples include holidays, paydays, division and brigade compensatory days, leader training, and

the like. If you find a conflict, get with the battalion S-3 to resolve it.

Next, list the training you must conduct, as specified in the battalion commander's training guidance. Be sure to include ranges, road marches, officer professional development (OPD), non-commissioned officer professional development (NCOPD), mission essential task list (METL) tasks, and collective and individual tasks. Then go see your training clerk and get a list of all the mandatory training due the following quarter. Some examples include physical training (PT) tests, weapon qualifications, NBC (nuclear, biological, chemical) team training, and security briefs. Next, check with your executive officer (XO) for a list of services due and any upcoming inspections by the provost marshal office or the inspector general.

The next step is to get the company leaders together so you can assess the company's training status. Look at your METL tasks and the individual tasks that support them, and don't forget your squad leaders. They are the ones who should know the most about the state of training in their squads, and their input is valuable. You should be able to develop a list of METL tasks and individual supporting tasks that need to be trained, either because the soldiers received poor or unsatisfactory ratings the last time they were assessed, or because those tasks have not been trained in a long time and you are not sure of their training status. (Assessments for METL, collective, and individual tasks must be a continuing process.)

The next step is to look at the professional and leader development training you want to conduct. Get with the first sergeant and discuss his NCOPD program. How many sessions does he want next quarter, and does he want to do garrison or field sessions? And do the same with your OPD program.

Now comes the task of making all your training fit into the 13 weekly calendars for the next quarter. One helpful technique is to use multi-echelon training. If the battalion is conducting a defensive field training exercise (FTX),

use specific collective tasks from the ARTEP mission training plan (MTP) manuals to train your soldiers on tasks that support the company METL. This will also work for the individual tasks you want to train on.

Once you have everything on the weekly calendars, see that all your leaders get copies. Have them review your work and give you any additional training they want to see for the next quarter. You should always try to schedule training time for your platoons and sections. Let them know that they have specific days or periods for training, or certain parts of FTXs or ranges.

When you have received all the input from your leaders, evaluate their calendars and see what fits, what doesn't fit, and what you want to make room for on the schedule. If a battalion-level event needs to be adjusted, check with the S-3 to see if a change is possible.

Once you have locked in the training you want for the quarter, you must work on resources. (The battalion S-3 should have indicated earlier what he would resource at battalion level and what you would have to resource.) Get with your XO and explain your plan. Tell him where you would prefer to do the training and which alternatives will still work. (Ammunition and training

areas usually must be requisitioned three to six months in advance.)

To stay six months ahead, I developed the initial six-month plan and then added another month as the first month ended. Planning farther than six months ahead can be frustrating because of possible changes in long-range plans from a higher headquarters.

Company near-term planning covers the time period for written training schedules—for most units, six to eight weeks ahead. You should be conducting weekly training meetings to coordinate all training events, activities, and resources. You should prepare your specific training evaluation outlines (TEOs) for all exercises, along with detailed, written training schedules.

I found a training schedule shell (Figure 2) the best way to prepare training schedules when working with a systems approach to training. My training clerk would bring me the shell for a specific week. It would contain all the routine, repetitive things for the week—first call, PT, formations, meals, personal hygiene, safety briefs, and the like. I would then take the weekly training calendar from my long-range plan and put the most critical elements of it onto a form I called my training input form, a blank form with the same headings as

	SUN	MON	TUE	WED	THU	ERI	SAT
AM							
PM							
CYCLE							
LAND/RANGE							
AMMO							
COORD							
TRANS							
RATIONS							

Figure 1. Company Training Week

the shell. I then made pen and ink changes to the shell and gave it, along with my input form, to the training clerk for typing. I then gave a copy of the typed schedule to the XO so he

could arrange for the specific logistical support. Since the XO had already forecast needs or requested everything on the basis of the long-range plan, all he had to do now was confirm specific

dates, times, and amounts with various support agencies.

It is a good idea to hold a company training meeting weekly on a regular schedule. The meeting should not last more than an hour. I found the second day of the week usually has too many other events competing for attention. The best time of day is hard to decide. If you hold the meeting in the morning before PT, you are forced to keep it short, but you may not have time to cover all the important information. Conversely, if you hold it at the end of the day, you have plenty of time, but it may drag on too long. The manual says to follow a set agenda, and it gives a good agenda format. I put this format on a computer so I could add the seventh week out and drop the previous week without having to rewrite the weeks in between.

These processes continue in a cycle and are interdependent. With your weekly plans developed six months in advance, you will have a good idea of the resources you will need early enough to request them. Thinking about your company's training that far in advance and in this much detail also makes it much easier for you to prepare quarterly training briefs because you are not just relying on the battalion's plans. Finally, the entire management process is easier on you because you are adding only one month at a time to the end of the six-month plan.

This is not the only solution. It is just one method of managing training. I present it hoping to save you the time and effort of learning from mistakes. Take the points you like and add them to your own method or technique, then add your specific unit requirements, and you should have a successful method of managing training.

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TIME/DATE	WHO	TRAINING OR ACTIVITY	TRAINER	LOCATION	REFERENCE	UNIFORM CODE
<b>MON (DATE)</b>						
0530-0615	ALL	First Call/Bks Maint	PLT SGTS	CO Area	CO SOP	A
0615-0630	ALL	Formation/Stretching	CO 1SG	CO Area	CO SOP	A
0630-0730	ALL	CO PT/Group Run	PLT SGTS	PT Field/DIV	SOP	A
0730-0845	ALL	Pers Hygiene/Breakfast	SQD LDRS	CO Area	CO SOP	C
0845-0900	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1130-1245	ALL	Lunch	PLT SGTS	Mess Hall	BN SOP	C
1245-1300	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1500-1530	PSGs	1SG Meeting	CO 1SG	1SG Office	CO SOP	C
1630-1645	ALL	Formation	CO 1SG	CO Area	CO SOP	C
<b>TUE (DATE)</b>						
0530-0615	ALL	First Call/Bks Maint	PLT SGTS	CO Area	CO SOP	A
0615-0630	ALL	Formation/Stretching	CO 1SG	CO Area	CO SOP	A
0630-0730	ALL	CO Roadmarch	PLT SGTS	Route 1	CO SOP	R
0730-0845	ALL	Pers Hygiene/Breakfast	SQD LDRS	CO Area	CO SOP	C
0845-0900	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1130-1245	ALL	Lunch	PLT SGTS	Mess Hall	BN SOP	C
1245-1300	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1300-1400	LDRs	CO Training Meeting	CO CMDR	CO's Office	CO SOP	C
1630-1645	ALL	Formation	CO 1SG	CO Area	CO SOP	C
<b>WED (DATE)</b>						
0530-0615	ALL	First Call/Bks Maint	PLT SGTS	CO Area	CO SOP	A
0615-0630	ALL	Formation/Stretching	CO 1SG	CO Area	CO SOP	A
0630-0730	ALL	CO PT/Group Run	PLT SGTS	PT Field	DIV SOP	A
0730-0845	ALL	Pers Hygiene/Breakfast	SQD LDRS	CO Area	CO SOP	C
0845-0900	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1130-1245	ALL	Lunch	PLT SGTS	Mess Hall	BN SOP	C
1245-1300	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1500-1530	PSGs	1SG Meeting	CO 1SG	1SG Office	CO SOP	C
1630-1645	ALL	Formation	CO 1SG	CO Area	CO SOP	C
<b>THU (DATE)</b>						
0530-0615	ALL	First Call/Bks Maint	PLT SGTS	CO Area	CO SOP	A
0615-0630	ALL	Formation/Stretching	CO 1SG	CO Area	CO SOP	A
0630-0730	ALL	Platoon A/R	PLT SGTS	PT Field	CO SOP	A
0730-0845	ALL	Pers Hygiene/Breakfast	SQD LDRS	CO Area	CO SOP	C
0845-0900	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1130-1245	ALL	Lunch	PLT SGTS	Mess Hall	BN SOP	C
1245-1300	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1630-1645	ALL	Formation	CO 1SG	CO Area	CO SOP	C
<b>FRI (DATE)</b>						
0530-0615	ALL	First Call/Bks Maint	PLT SGTS	CO Area	CO SOP	A
0615-0630	ALL	Formation/Stretching	CO 1SG	CO Area	CO SOP	A
0630-0730	ALL	CO PT/Group Run	PLT SGTS	PT Field	DIV SOP	A
0730-0845	ALL	Pers Hygiene/Breakfast	SQD LDRS	CO Area	CO SOP	C
0845-0900	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1130-1245	ALL	Lunch	PLT SGTS	Mess Hall	BN SOP	C
1245-1300	ALL	Formation	CO 1SG	CO Area	CO SOP	C
1500-1530	PSGs	1SG Meeting	CO 1SG	1SG Office	CO SOP	C
1630-1645	ALL	Formation/Safety Brief	CO 1SG	CO Area	CO SOP	C
<b>SAT (DATE)</b>						
0001-2400	ALL	Weekend Activities	Commander	Local Area	DIV SOP	C
<b>SUN (DATE)</b>						
0001-2400	ALL	Weekend Activities	Commander	Local Area	DIV SOP	C

Figure 2. Training Schedule Shell